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Executive Registry

76-2544

15 June 1976

NOTE FOR: Mr. Knoche

SUBJECT : Executive Advisory Group

1. Last Friday morning at the Director's meeting, you gave the assembled group some insight into your plans for organizing your office and management of the Agency. I previously had received from Jim Taylor a copy of a memo entitled "A Proposal for an Executive Advisory Group" which appears to track your current thinking in its essential elements. While it impresses me as an excellent mechanism to give you constructive support on a range of tough problems, I would like you to reconsider the Group membership.

2. I am concerned about inclusion of the General Counsel as a full member of the Executive Advisory Group. There is no doubt but what many of the issues with which the Group will deal have legal implications requiring General Counsel review and perhaps even inputs; however, if I understand your thoughts and the sense of Jim's paper, the Executive Advisory Group will be dealing principally with substantive issues concerning Agency organization and resources, particularly where cross-Directorate interests are involved. It seems to me that the General Counsel is not likely, given the nature of his position, to have first hand knowledge or background on the substance of most of the issues that you plan for this group to address. Nor by the nature of his position will the General Counsel bring to the table equities comparable to the four Deputies.

3. It seems to me better not to include the General Counsel as a full member of the Executive Advisory Group, but instead establish the General Counsel as legal advisor to the Group and invite him to attend some or all of the meetings as appropriate.

Leslie C. Dirks

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Remarks:

Not a critical matter
but I believe worth
some further thought



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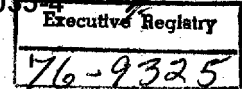
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18 May 1976

NOTE FOR MR. TAYLOR

Jim:

This is an attempt to clarify a few basics in connection with my role as the chief operating officer within the CIA.

There is not likely to be any very special delineation of responsibilities between the DCI and me. He has asked me to concert the institution and to make it "one Agency" and he abhors the separateness of the directorates.

As I see it, I will have three areas in which to make judgments in connection with my relationships with the DCI. On some issues, problems, and personnel assignments, I can decide on my own. In some areas I will be well-advised to check with him before making a final decision. And, in some areas, matters will have to be deferred entirely to him for his decision.

I see three fundamental aspects to my job. One is to keep informed substantively and to be prepared to render substantive briefings and judgments in the Agency and outside in interagency meetings. Second, is to insure sufficient oversight internally; to be assured that what we are doing is lawful and proper. The third is to arrange and participate in a management process by which the Agency can be operated.

In considering the nature of a management process, for this purpose, it is my current view that it's best centered around a management function similar to that of the Comptroller--that is, around a function which is aware of issues, costs, objectives and the cross-currents of rival views. This focal point will support a senior group of Agency officers chaired by me in a collective arrangement. We will call it the Executive Advisory Group. Our first order of business will be to identify priority issues in need of attention and resolution. Having identified and agreed on those issues, we will then set about the work involved in addressing them. We will make extensive use of sub-structure, including intra-agency task forces and the like. We must take care not to seek to make decisions solely on the basis of resource implications. The overall objective is to improve our performance in all areas, particularly in analysis and production, while insuring that we are as objective and as economically prudent as possible. This argues for very strong evaluation processes at all levels.

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The priorities I currently carry on my list (a list which is open to revision and negotiation) are:

- a. Production improvement. This includes the care and feeding of analysts, identification of new analytical methodologies and new functions for presentation of intelligence products among other things.
- b. ADP. Best centralized or decentralized? (Presumably on the assumption that it makes relatively little sense to curb its growth so long as we understand what the standards and criteria should be with regard to its application.)
- c. R&D. Best centralized or decentralized? (Emphasizing the need to provide a close enough fit by the researchers and the line to insure constructive application of R&D results.)
- d. A group of somewhat related production issues. Should S&T production be combined with DDI work and how do we arrange for more attention to interdisciplinary analysis and production in the DDI?
- e. The Common Concerns. Are we doing justice to those low-dollar but crucial elements like etc. ?
- f. How do we adjust to the new instructions and to the coming emphasis on lawyering and inspecting while at the same time preserving creativity and innovation in intelligence work, particularly in operations?
- g. Resource allocations within the Agency. Are they balanced?
- h. How should the Agency face outward? We must be more cooperative and forthcoming as a principal within the Community. We have new and presumably more open arrangements to make on the Hill and we very likely must continue to explain ourselves publicly in order to generate wider understanding of the new American intelligence. How do we do this?
- i. Personnel policy. We do not have a policy view on what types of people we should be recruiting. How we should train them? How we should assign them? We may have lost a golden opportunity to have upgraded ourselves by recruiting in the midst

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of intellectual unemployment in recent months. Should policy responsibility be vested in the Office of Personnel centrally, or is it something to be decentralized to directorates?

- j. Secrecy and Compartmentation. What can we do to loosen up on the product making it more widely available in and out of Government while at the same time improving protection of sources and methods?

As I see it, anything that fits in the category of these priorities or others as we later collectively identify, I will want to be kept currently informed as DDCI. This is over and above my need to be kept currently informed substantively through cables, tickers, publications, etc. And, there is over and above this category those house-keeping details which will probably require some of my time and attention, but which need not be the subject of a collective management approach.


E. H. Knoche

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